

07-R-0619

A RESOLUTION
BY COUNCILMEMBER



A RESOLUTION AUTHORIZING THE MAYOR OR DESIGNEE TO ISSUE A NOTICE TO PROCEED WITH METCALF AND EDDY/CARDOZA ENGINEERS, A JOINT VENTURE FOR FC-7619-03E, ANNUAL CONTRACT FOR ARCHITECTURAL AND ENGINEERING SERVICES, FOR AN ASSET MANAGEMENT PROGRAM STUDY FOR THE SUBMISSION OF AN APPLICATION FOR THE FHWA GRANT, ON BEHALF OF THE DEPARTMENT OF PUBLIC WORKS, IN AN AMOUNT NOT TO EXCEED TWENTY-NINE THOUSAND FIVE HUNDRED DOLLARS AND NO CENTS (\$29,500.00); ALL CONTRACTED WORK SHALL BE CHARGED TO AND PAID FROM THE FOLLOWING FUND ACCOUNT AND CENTER NUMBER: 3P02 574001 M22F03349999; AND FOR OTHER PURPOSES.

WHEREAS, the City of Atlanta did enter into FC-7619-03E, Annual Contract for Architectural and Engineering Services; and

WHEREAS, the Commissioner of the Department of Public Works requires Architectural and Engineering Services for an Asset Management Program Study to prepare a proposal for the Federal Highway Administration Exploratory Advanced Research program, which will provide preliminary assessment of the needs confronting the City of Atlanta's transportation program as it relates to roads, related infrastructure, and traffic management assets, in an amount not to exceed Twenty-nine Thousand Five Hundred Dollars and No Cents (\$29,500.00); and

WHEREAS, the Commissioner of the Department of Public Works and the Chief Procurement Officer for the Department of Procurement have recommended Metcalf and Eddy/Cardozo Engineering, Joint Venture, to provide Architectural and Engineering Services for the Asset Management Program Study for the City of Atlanta.

THE CITY COUNCIL OF THE CITY OF ATLANTA, GEORGIA, HEREBY RESOLVES, that the Mayor is authorized to issue a notice to proceed with Metcalf and Eddy/Cardozo Engineers, a Joint Venture, for FC-7619-03E, Annual Contract for Architectural and Engineering Services, for an Asset Management Program Study, on behalf of the Department of Public Works, in the amount not to exceed Twenty-nine Thousand Five Hundred Dollars and No Cents (\$29,500.00).

BE IT FURTHER RESOLVED, that the Chief Procurement Officer is hereby directed to prepare an appropriate agreement for execution by the Mayor.

BE IT FURTHER RESOLVED, that this notice to proceed will not become binding on the City and the City will incur no obligation or liability under it until it has been executed by the Mayor, attested to by the Municipal Clerk, approved as to form by the City Attorney and delivered to Metcalf and Eddy/Cardozo.

BE IT FINALLY RESOLVED, that all contracted work for FC-7619-03E, Annual Contract for Architectural and Engineering Services, will be charged to and paid from Fund, Account and Center Number 3P02() 574001 () M22F03349999 ().

LEGISLATIVE SUMMARY

TO: City Utilities Committee

CAPTION

A RESOLUTION AUTHORIZING THE MAYOR OR DESIGNEE TO ISSUE A NOTICE TO PROCEED WITH METCALF AND EDDY/CARDOZA ENGINEERS, A JOINT VENTURE FOR FC-7619-03E, ANNUAL CONTRACT FOR ARCHITECTURAL AND ENGINEERING SERVICES, FOR AN ASSET MANAGEMENT PROGRAM STUDY FOR THE SUBMISSION OF AN APPLICATION FOR THE FHWA GRANT, ON BEHALF OF THE DEPARTMENT OF PUBLIC WORKS, IN AN AMOUNT NOT TO EXCEED TWENTY-NINE THOUSAND FIVE HUNDRED DOLLARS AND NO CENTS (\$29,500.00); ALL CONTRACTED WORK SHALL BE CHARGED TO AND PAID FROM THE FOLLOWING FUND ACCOUNT AND CENTER NUMBER: 3P02 574001 M22F03349999; AND FOR OTHER PURPOSES.

Committee Meeting Date: March 13-14, 2007

Council Meeting Date: March 19, 2007

Requesting Dept.: Department of Public Works

Contract Type: Professional Services RFP

Advertisement: October 26, 2003

Bids/Proposals Due: January 7, 2004

Invitations Mailed: 146

Bids/Proposals Received: 12

Arcadis/BPA-(Brindley Pieters & Associates) – Joint Venture
Atlanta Architects & Engineers, Joint Venture
Atlanta Services Group, a Joint Venture
Infrastructure Partners-Joint Venture (B & Jackson/ HDR/
Malcom Pirnie)
Brown and Caldwell/Deloan Hampton & Associates/Long
Engineering Inc. - Joint Venture
CH2M Hill/Williams-Russell and Johnson – Joint Venture
Earthtech/IMCo Joint Venture
HTL - Harrington, Tetra Tech & Lowe-Joint Venture
JP² (Jacobs, Prad, PBS&J) – Joint Venture
Metcalf & Eddy/Cardozo Engineering-Joint Venture
Parsons Brinckerhoff & Khafra-Joint Venture
Shaw Environmental Inc. /AIM Partners, PLC- JV

Bidders/Proponents: (1) CH2M Hill/Williams-Russell and Johnson

- (2) Atlanta Services Group
- (3) JP2 (Jacobs, Prad, PBS&J)
- (4) Shaw/ Aim, Joint Venture
- (5) Metcalf & Eddy/Cardozo Engineering, Joint Venture
- (6) Arcadis/Brindley Pieters & Associates, Joint Venture

Contractor: Metcalf & Eddy/Cardozo Engineering, Joint Venture

Estimated Value: \$ 29,500.00

Scope Summary: DPW has been informed by the Federal Highway Administration that a grant is available to fund implementation of the City's Comprehensive Roads Asset Management Program. There is an application process which has to be submitted by March 30, 2007. Metcalf and Eddy will assist the City in understanding and applying for the Grant.

Background: Original executed on May 17, 2004, expired on May 16, 2006
A Ninety Day extension effective term began on May 17, 2006 and expired on August 15, 2006
Renewal Agreement No. 1 effective term began on August 16, 2006 to August 15, 2007

Evaluation Team: DPRCA, DWM, DPW, DPCD, OCC and Risk Management

Term of Contract: Two (2) years with an option to renew for three (3) one (1) year periods

Fund Account Centers: 1A01 (General Fund) 524001 (Consultant/Prof Services)
M61001 (Transportation Administration).

Prepared By: Soraya Belgrave

Contact Number: 404-330-6002

Project Participation:
Metcalf & Eddy/Cardozo Engineering, Inc. a JV (15 pts.)
Cardozo Engineering FBE 20%
Eagle Environmental Group FBE 4%
P.M. Holmes & Associates FBE 2%
Street Smarts FBE 1%
Construction Control Services FBE 1%
Thacker Operating Co. AABE 10%

MHR International	AABE 20%
Mosby Law Group	AABE 5%
Participation Total	63%

Part II: Legislative White Paper: (This portion of the Legislative Request Form will be shared with City Council members and staff)

Committee of Purview: City Utilities

Caption: A RESOLUTION AUTHORIZING THE MAYOR OR DESIGNEE TO ISSUE A NOTICE TO PROCEED WITH METCALF AND EDDY/CARDOZA ENGINEERS, A JOINT VENTURE FOR FC-7619-03E, ANNUAL CONTRACT FOR ARCHITECTURAL AND ENGINEERING SERVICES, FOR AN ASSET MANAGEMENT PROGRAM STUDY FOR THE SUBMISSION OF AN APPLICATION FOR THE FHWA GRANT, ON BEHALF OF THE DEPARTMENT OF PUBLIC WORKS, IN AN AMOUNT NOT TO EXCEED TWENTY-NINE THOUSAND FIVE HUNDRED DOLLARS AND NO CENTS (\$29,500.00); ALL CONTRACTED WORK SHALL BE CHARGED TO AND PAID FROM THE FOLLOWING FUND ACCOUNT AND CENTER NUMBER: 3P02 574001 M22F03349999; AND FOR OTHER PURPOSES.

Council Meeting Date: March 19, 2007

Requesting Dept.: Public Works

1. Please provide a summary of the purpose of this legislation (Justification Statement).

Example: The purpose of this legislation is to anticipate funds from a local assistance grant to purchase child safety seats.

Authorizing Metcalf and Eddy/Cardozo, JV to apply for a FHWA grant for an Asset Management Study.

2. Please provide background information regarding this legislation.

Example: The task force of homelessness conducted a study regarding homelessness, its impact and consequences on the City. This resolution reflects the Mayor's desire to open a twenty-four hour center that will respond to the needs of the homelessness in Atlanta.

3. If Applicable/Known:

- (a) Contract Type (e.g. Professional Services, Construction Agreement, etc): Professional Services
- (b) Source Selection: NA
- (c) Bids/Proposals Due: NA
- (d) Invitations Issued: NA
- (e) Number of Bids: NA

(f) Proposals Received: NA

(g) Bidders/Proponents: NA

(h) Term of Contract:

4. Fund Account Center: 1A01 524001 M61001

5. Source of Funds: *Example: Local Assistance Grant* General Fund

6. Fiscal Impact:

Example: This legislation will result in a reduction in the amount of _____ to Fund Account Center Number _____.

7. Method of Cost Recovery:

Examples:

- a. *Revenues generated from the permits required under this legislation will be used to fund the personnel needed to carry out the permitting process.*
- b. *Money obtained from a local assistance grant will be used to cover the costs of this Summer Food Program.*

This Legislative Request Form Was Prepared By: Dawn Riley

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CENTER

DATE _____



**City of Atlanta
Department of Public Works**

PROPOSAL

**ASSET MANAGEMENT PROGRAM
PHASE 1 - STUDY**

MARCH 2007

SUBMITTED BY:

**The Joint Venture of
METCALF & EDDY/CARDOZO ENGINEERING**

PROPOSAL TO THE CITY OF ATLANTA TO PREPARE A PROPOSAL TO THE FEDERAL HIGHWAY ADMINISTRATION EXPLORATORY ADVANCED RESEARCH PROGRAM

WORK PLAN

Phase 1 - Application Technical Assistance

The Metcalf & Eddy / Cardozo Engineering Joint Venture Team (M&E/CE) will assist the City of Atlanta in understanding and applying for a discretionary Federal Highway Administration (FHWA) Grant under the Exploratory Advance Research Program which would be used to partially fund the implementation of the City's Comprehensive Roads Asset Management Program (Program)

FHWA grants under the Exploratory Advance Research Program are limited to 50 percent of the overall project costs – with the other costs paid for by other parties. M&E/CE and the City of Atlanta are conducting this task with the following mutual understandings:

- The City of Atlanta will submit the Final Grant Application in accordance with the Program requirements
- The Program is a Discretionary Grant Program of FHWA and the submission of the Grant Application does not assure the City of Atlanta that it will necessarily receive the Grant
- M&E/CE's role is to assist the City in understanding the Program requirements and in drafting a Proposal for the City

Stage One:

- Task 1-1 -1: The M&E/CE Team will review FHWA Exploratory Advanced Research Program Needs to gain an understanding of the research focus areas and program eligibility requirements.

This task will include reviewing the program documentation and meeting with the FHWA Program Manager to discuss FHWA's expectations regarding the Program and its evaluation criteria for grant applications and briefly describing the City of Atlanta's proposed Asset Management Program.

- Task 1-1-2: The M&E/CE Team will prepare a pre-proposal for developing an integrated asset management program for the City of Atlanta to be presented to FHWA for consideration.

This task will include the preparation of a five (5) page proposal in accordance with the Program requirements (which include a 5 page preliminary proposal) from the City of Atlanta to FHWA requesting a grant under the Program to support the City's Comprehensive Roads Asset Management Program. FHWA will review the five page proposal and indicate to the City whether FHWA is

sufficiently interested in the City's Proposal that the City should proceed with a Full Proposal.

Stage Two:

- Task 1-2-1: The M&E/CE Team will assist the City of Atlanta by preparing the full technical proposal (Grant Application) which the City will submit to FHWA – If FHWA indicates to the City that it is interested in the City's proposal, the M&E/CE Team will prepare a full draft proposal in accordance with FHWA Program requirements which the City of Atlanta may then submit to FHWA.

The proposal will propose a program focused on those elements of the City's Comprehensive Roads Asset Management Program which are most attractive to FHWA.

STAFFING

Phase 1 will be conducted by Dr. Osama Tomeh, a Senior Manager with AECOM Consult, Inc. (a sister company of Metcalf & Eddy within the AECOM organization). He will be assisted by Mr. Dan Dornan and Dr. Raymond Ellis.

Resumes for these key staff are attached.

BUDGET

Completion of the final proposal (Stage 2) is entirely contingent upon approval of the pre-proposal by FHWA (Stage 1). M&E/CE will conduct each stage for the following prices of;

Stage 1	\$9,726
Stage 2	\$19,774

Total	\$29,500
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The price for Stage 1 is a fixed price; the price for Stage 2 is an estimate and will be resubmitted upon approval of the pre-proposal by FHWA.

These prices including professional fees and Other Direct Costs (ODCs) for travel, reproduction, etc. This budget assumes not more than two round trips between Atlanta, GA and Washington, DC for one person.

**PROPOSAL TO THE CITY OF ATLANTA TO PREPARE A
PROPOSAL TO THE FEDERAL HIGHWAY ADMINISTRATION
EXPLORATORY ADVANCED RESEARCH PROGRAM**

**CITY OF ATLANTA
DEPARTMENT OF PUBLIC WORKS**

APPENDIX A

BUDGET

PROPOSAL TO THE CITY OF ATLANTA TO PREPARE A PROPOSAL TO THE FEDERAL HIGHWAY ADMINISTRATION EXPLORATORY ADVANCED RESEARCH PROGRAM										
TASKS	LABOR CLASSIFICATION						TOTALS			
	Program Manager (Houston)	Program Director (Dornan)	Asset Mgmt. Specialist (Tometh)	Technical Advisor (Ellis)			HOURS	LABOR COST	ODC COST	TASK COST
	E8	E8	E8	E8						
1-1-1: Review FHWA Exploratory Advanced Research Program Needs	2	2	16	2			22	\$3,844	\$669	\$4,514
1-1-2: Prepare pre-proposal to present to FHWA	4	2	18	2			26	\$4,543	\$669	\$5,213
TOTAL HOURS	6	4	34	4			48	\$8,388	\$1,339	\$9,726
\$/hr	\$174.74	\$174.74	\$174.74	\$174.74						
TOTAL COSTS	\$1,048	\$699	\$5,941	\$699						

COST SUMMARY

LABOR	TOTAL LABOR COST	\$8,388
OTHER DIRECT COSTS	Cost	
Reproduction	\$0	
Travel	\$500	
Contingency @ 10%	\$839	
TOTAL OTHER DIRECT COSTS	\$1,339	
TOTAL COST	\$9,726	

**PROPOSAL TO THE CITY OF ATLANTA TO PREPARE A
PROPOSAL TO THE FEDERAL HIGHWAY ADMINISTRATION
EXPLORATORY ADVANCED RESEARCH PROGRAM**

**CITY OF ATLANTA
DEPARTMENT OF PUBLIC WORKS**

**APPENDIX B
KEY TASK TEAM STAFF RESUMES**

OSAMA A TOMEH, Ph.D., PE **Asset Management Specialist**

Dr. Tomeh has more than 15 years of professional management consulting experience in multi-sectoral development, focusing on project financing, program management, intelligent inter-modal transportation systems, system engineering, land transportation strategy, public-private partnership, infrastructure planning and development, institutional reform, organization capacity building and training, transport sector reform and development, environmental impact assessment, feasibility analysis, and risk management.

Dr. Tomeh's clients include the US Department of Transportation — Federal Transit Administration (FTA) and Federal Highway Administration (FHWA), The National Transit Institute (NTI), State and Local transit agencies, The World Bank Group, The United States Agency for International Development (USAID), the Government of Kuwait—Higher Committee for Development and Economic Reform (HCEDR), and numerous Sub-Saharan African governments represented by Ministries of Finance.

REPRESENTATIVE ACCOMPLISHMENTS

- **International Infrastructure Development Engagements:** Was responsible for program management, technical assistance, technology transfer and capacity building, and total project administration (starting from project inception to project close-out). Directly managed numerous transport sector development projects and feasibility studies ranging from road upgrading to complete highway and railroad construction; water and sewerage infrastructure; power generation and distribution; and health care projects, with a combined value of over \$100 million in eight English speaking sub-Saharan African countries. Supported the engineering feasibility analysis for the State of Kuwait proposed marine port on Bubyah Island, including development of capital cost estimates and client liaison activities. Conducted a comprehensive overview of the Land Transport Sector and Public Transport Market Analysis Study for the Higher Committee for Economic Development and Reform (HCEDR), including data gathering, analysis of freight institutional and policy issues in order to identify and recommend solutions for improving sectoral efficiency and capacity building.
- **Program Management Oversight:** Support the Federal Transit Administration (FTA), led fact-finding studies, Environmental Conformance, Right-Of-Way-Acquisition, O&M, and Safety/Security monitoring.
- **Asset Management Programs:** Supported FTA's Bus and Rail Capital Asset Condition Assessments. Led multimodal service facility safety, structural and functional condition assessments and supported the development of the Transit Economic Requirement Model (TERM); Developed evaluation framework for comparing alternative capacity enhancement strategies for WMATA Core Capacity Study; Managed field data collection efforts and developed mathematical relationships that explain passenger flow rates to be used for estimating minimum train door opening time, as part of the evaluation framework. Co-authored the QA/QC Guidelines Update. Reviewed existing guidelines and incorporating state of

the art QA/QC theories and practices, including practical case studies, in the development of transit capital projects.

- **Federal Transit Administration:** Conducted in-depth analyses of innovative project delivery methods in their applications within the transit capital project development. Developed and taught a course on innovative project delivery methods for the National Transit Institute (NTI). This was a 2-day course aimed at enhancing knowledge transfer to executives and senior staff in an effort to build technical capacity among transit agencies expressing interest in implementing the design-build project development approach on transit capital projects in the United States.
- **Transportation Planning:** Conducted numerous technical analyses including benefit-cost studies, environmental impact assessments, and performance measures development to support LACMTA, Hillsborough Area Regional Transit alternative analysis.
- **Innovative Project Financing:** Led efforts for providing General Engineering Consultant (GEC) services in support of the Virginia Department of Rail and Public Transportation (DRPT) for the Dulles Metrorail Extension (DMX) Project. This project is the largest transit capital improvement project in the history of the Commonwealth of Virginia, with estimated capital cost at \$4.0 billion. The project is currently advancing into Preliminary Engineering Phase. Dr. Tomeh leveraged his knowledge of the Federal New Starts Policies, and his experience in Design-Build project procurement methods to review an update of the Project Management Plan (PMP) required for advancing the project into the next phases. He also supported the Department's negotiation efforts to reach a Public Private Partnership Comprehensive Agreement with the Design-Build contractor. Dr. Tomeh also provided technical assistance to DRPT on project management organization and governance to ensure successful implementation of the DMX project. In addition, as part of this technical assistance, Dr. Tomeh managed the development of performance-based specification, procurement, and implementation of a Project Information Management/Document Management Systems (PIMS/DMS) to meet the FTA Project Management Oversight (PMO) information reporting and configuration control standards.
- **Intelligent Transportation Systems:** Evaluated and assisted grantees in achieving compliance with the National ITS Architecture Consistency policy requirements of the Transportation Equity Act of the 21st Century (TEA – 21); Developed evaluation criteria for identifying non-compliance with TEA – 21 policies, and assisted non-compliant grantees build the necessary capacity to become compliant with National ITS Architecture Consistency requirements leading to successful deployment of ITS projects in the United States.
- **Transit Security Program:** Led a transit industry cost analysis for evaluating the economic impacts of applying security improvements to the most critical assets identified the transit security assessment team; supported threat and vulnerability assessments that were conducted throughout 60 transit agencies across the nation.

EDUCATION

PhD, Civil and Environmental Engineering (*Transportation & Mobile Source Emissions Modeling*)

Georgia Institute of Technology, 1991–1996

MS, Civil and Environmental Engineering (*Transport Infrastructure Planning & Management*)
Georgia Institute of Technology, 1991–1994

MS, Civil Engineering (*Construction Management*)
University of Michigan, 1990

BS, Civil Engineering (*Structures*)
University of Pittsburgh, 1986–1989

POST GRADUATE CERTIFICATION

Certificate Program in Business Strategy
Round Table Group

Certificate Program in Risk Management
George Washington University School of Business and Public Management

AFFILIATIONS

Dr. Tomeh is a member of the American Society of Civil Engineers (ASCE), the Air and Waste Management Association (AWMA), the Institute of Transportation Engineers (ITE), Project Management Institute (PMI), and the American Public Transportation Association (APTA). Dr. Tomeh also is an affiliate member of the Transportation Research Board (TRB).

AWARDS AND RECOGNITION

Dr. Tomeh is a member of Chi Epsilon Civil Engineering Honor Society and the Golden Key Honor Society. Dr. Tomeh's professional and academic accomplishments have been recognized by the Who's Who in Science and Engineering. Additionally, Dr. Tomeh has been awarded the International Biographical Center Cambridge (IBC) prestigious "Outstanding People of the 20th Century" Award honoring his outstanding contributions to the field of engineering. Dr. Tomeh was also nominated to be a Deputy Director General of the IBC.

BACKGROUND

Before joining AECOM, Dr. Tomeh was employed by the following organizations:

- Arab Bank for Economic Development in Africa (BADEA): Infrastructure Development Expert, February 2005 to August 2006.
- Booz Allen Hamilton Inc.: Associate, November 1997 to December 2004
- Matrix Engineering Group Inc.: Project Manager, March 1995 to October 1997
- Georgia Institute of Technology: Research Scientist, March 1994 to June 1996
- Street Smarts Transportation Planners: Transportation Engineer, November 1994 to March 1995

PROFESSIONAL LICENSES

Dr. Tomeh is a licensed Professional Engineer in Georgia (registration no. 025547) and Virginia (Pending comity). He is also a licensed National Society of Professional

Engineers – NSPE (national member no. 104043251). Dr. Tomeh is an internationally registered professional engineer in the Syrian Arab Republic (registration no. 1585).

RAYMOND H. ELLIS, Ph.D.

Technical Advisor

Raymond H. Ellis is a Managing Director of DMJM Harris and a Senior Vice President of AECOM Consult. In these capacities, he assists AECOM clients in securing funding and financing and developing feasible financial and procurement plans for major infrastructure programs – including plans involving the use of innovative financing and procurement solutions. He also serves as a member of the AECOM team when the Firm acts in the developer role for an infrastructure project. Dr. Ellis also provides management consulting and planning services to Federal, state, and local departments of transportation; the public transit industry; transportation authorities; local governments; metropolitan planning organizations; proprietary organizations; and trade associations.

Dr. Ellis has over 38 years of experience in providing consulting services to public, private, and quasi-public transportation sector clients – he has been associated with AECOM Consult and predecessor organizations for his entire professional career. He served as the President of AECOM Consult from 2000 (when the Practice was acquired and renamed by AECOM) until 2005. Previously he served as a Principal of KPMG LLP from 1976 until 2000 and as the Principal-in-Charge of the KPMG Transportation Consulting Practice from 1982 until 2000.

Dr. Ellis is well-qualified to serve for this project by virtue of his:

- (1) In-depth understanding of toll facility, high speed rail, and transit program finance and implementation issues nationwide;
- (2) Comprehensive knowledge of public private partnerships for transportation infrastructure implementation in the United States,
- (3) Strong understanding of procurement strategy development and implementation for innovative design build (DB), design build operate maintain (DBOM), and design build operate maintain finance (DBOMF) related strategies for transportation infrastructure in the United States;
- (4) National recognized reputation for innovative financial planning and financing solutions for transportation investment planning; and
- (5) Strong technical knowledge of toll highway traffic and revenue forecasting, high speed rail ridership and revenue forecasting, transit ridership and revenue forecasting, economic impact studies, and organizational and implementation issues.

REPRESENTATIVE ACCOMPLISHMENTS

Dr. Ellis has extensive experience in developing feasible financial plans – including both funding and financing elements for a range of transportation systems – including highways, high speed rail, and transit. He is familiar with the innovative financing and procurement solutions which are currently being used in the United States and worldwide – including design-build-operate-maintain-finance (i.e., DBOMF or concession

or franchise models) and design build (i.e., DB). He is and has represented US public sector highway, high speed rail, and transit clients in several of the largest innovative DBOM and DBOMF procurements which have been undertaken in the United States. Dr. Ellis also assists the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA) of the United States Department of Transportation in developing their policies with regarding to innovative finance and procurement solutions.

Dr. Ellis has extensive experience in management of transportation organizations and planning of a broad range of transportation systems—including urban and intercity as well as passenger and freight transportation. He has undertaken numerous engagements for the U.S. Department of Transportation and provided consulting services to more than 25 state Departments of Transportation and Canadian provinces; over 60 transit agencies; over 30 local governments and metropolitan planning organizations (MPOs); Amtrak and high speed rail authorities; transportation, highway, and port authorities; and transportation companies, trade associations, and transportation equipment manufacturers.

Dr. Ellis has experience in virtually all modes of transportation including highways, public transportation, intercity high speed and conventional passenger rail, aviation, intermodal, and inland navigation facilities and services. His experience includes all types of highway facilities: urban and intercity as well as free and user fee financed—including facilities involving application of Intelligent Transportation Systems (ITS) technologies and authorized vehicle lanes for special classes of users. He has experience in all modes of public transportation: rail rapid transit, commuter rail, automated guideway transit, conventional and express bus services, paratransit and taxi services, and waterborne transportation. His significant experience in intercity passenger transportation systems includes high speed ground transportation, aviation, airport access, and intercity bus. His intercity freight transportation experience includes railroads, trucking, intermodal transportation and inland navigation systems. Finally, he has extensive experience in transportation terminals for both passengers and freight including airports, intermodal terminals, parking facilities, and ports.

PROJECT EXPERIENCE

Miami Dade Expressway Authority – On Call Financial Planning and Business Management Services – AECOM Consult Responsible Officer

Developed the first 5-year business plan for the newly formed Miami Dade Expressway Authority which enabled the Board to initiate its capital program. Supported the MDEA as it developed its internal financial management resources. Assisted the MDEA in developing its toll policy and its financing policy.

Multiple Clients – Toll Highway Traffic and Revenue Studies – AECOM Consult Responsible Officer

Nationally recognized expert on toll facility traffic and revenue forecasting. Have provided these services to the Miami Dade Expressway Authority, the New Jersey Transportation Authority, the South Jersey Transportation Authority, the Georgia Toll and Road Authority, the Massachusetts Port Authority, and the Houston Department of Aviation.

Multiple Clients – Financial Feasibility and Financing Studies – AECOM Consult Responsible Officer

National recognized expert on developing feasible financial plans for toll highway facilities taking into account all potential sources of revenue and the ramp up of toll revenues over time. Have provided these services to Allegheny County, the Massachusetts Port Authority, the Miami Dade Expressway Authority, the New Jersey Transportation Authority, the South Jersey Transportation Authority, and the Georgia Toll and Road Authority.

Amtrak, Northeast Corridor Strategic Business Unit – Strategic Business Plan – AECOM Consult Responsible Officer

Lead the AECOM Consult team which developed a Strategic Business Plan for Amtrak's Northeast Corridor Strategic Business Unit. This Plan articulated a multi-year investment program to improve Amtrak service in the Northeast Corridor – including the highly successful Accela High Speed Rail Program – and to improve Amtrak operating financial performance.

Multiple Clients – High Speed Rail Ridership and Revenue Studies – AECOM Consult Responsible Officer

Nationally recognized expert on high speed rail ridership and revenue forecasting. Have provided these services to Amtrak, to many high speed rail authorities and developers, and to the states of California, Florida, Washington, North Carolina, Virginia, Louisiana, Oregon, Wisconsin, Ohio, and other states.

Florida Department of Transportation – High Speed Rail Franchise Procurement Franchise Selection and Negotiation Team – AECOM Consult Responsible Officer and Finance Team Leader

Evaluated the proposed financial responsibility and the proposer financial plans for each of the proposers for the Florida Intercity High Speed Rail Franchise Program on behalf of the Florida Department of Transportation. Assisted the Florida DOT in evaluating the strengths and weaknesses of each proposer and proposal and in developing its negotiation strategy.

Port Authority of New York and New Jersey - JFK Automated Light Rail Transit System (ALRTS) – AECOM Consult Responsible Officer and Finance and Procurement Team Leader

Developed a financial plan that lead to the implementation of the JFK ALRTS and supported the development of the innovative DBOM procurement strategy which was utilized by the Port Authority of New York and New Jersey. Worked closely with Port Authority senior management to develop a feasible financial plan that was acceptable to all parties. Assisted the Port Authority in developing the procurement strategy, the industry outreach program, preparation of the procurement documents for the innovative two stage DBOM procurement strategy which was followed, and evaluation of vendor proposals.

Honolulu (City and County of) – Honolulu Rapid Transit Project – AECOM Consult Responsible Officer and Implementation Team Leader

Participated in all stages of the procurement of the innovative Design Build Operate Maintain (DBOM) procurement of the \$1.6 billion Honolulu Rapid Transit Project. Key elements of participation including development of the procurement strategy; industry

outreach, preparation of the procurement documents; evaluation of vendor proposals, vendor negotiations; preparation of BAFO request; evaluation of BAFO responses; and negotiation of general terms of conditions of the contract. Also participated in many other elements of the Project with respect to the development and implementation of the financial plan, the economic impacts of the Project on the City and County of Honolulu and the State, and the public outreach to the State and the professional community.

Clients

Dr. Ellis has directed engagements for a broad range of public and private sector transportation organizations located throughout the county. His clients have included:

U.S. Department of Transportation

- Federal Highway Administration
- Office of the Secretary
- Federal Transit Administration
- Volpe National Transportation Systems Center
- Federal Railroad Administration
- Bureau of Transportation Statistics

State Departments of Transportation and Other State Agencies

- Arizona
- California
- Colorado
- District of Columbia
- Florida
- Georgia
- Illinois
- Indiana
- Iowa
- Louisiana
- Maryland
- Missouri
- New Jersey
- New York
- North Carolina
- Ohio
- Ontario, Canada
- Oregon
- Pennsylvania
- Puerto Rico
- Quebec, Canada
- South Carolina
- Texas
- Utah
- Virginia
- Washington
- Wisconsin

Toll Highways and Airports

- Dade County Expressway Authority
- Houston Department of Aviation
- Massachusetts Port Authority
- Metropolitan Washington Airport Authority
- New Jersey Expressway Authority
- New Jersey Turnpike
- Oklahoma Turnpike
- Port Authority of New York and New Jersey

Transit Agencies

- AC Transit—Alameda-Contra Costa Transit District, Oakland, CA
- Campus Bus Service, Kent, OH
- Capital Metropolitan Transportation Authority, Austin, TX
- Central Ohio Transit Authority, Columbus, OH
- Central Oklahoma Transportation & Parking Authority, Oklahoma City, OK
- Corpus Christi Regional Transit Authority, Corpus Christi, TX
- Dallas Area Rapid Transit, Dallas, TX
- Detroit (City of) Department of Transportation,
- Greater Cleveland Regional Transit Authority, Cleveland, OH
- Hillsborough Area Regional Transit, Tampa, FL
- Honolulu (City and County) Department of Transportation Services, Honolulu, HI
- Huntington Area Regional Transit, Huntington, NY
- Indianapolis Public Transportation Corporation, Indianapolis, IN
- Jacksonville Transportation Authority Jacksonville, FL
- Kansas City Area Transportation Authority Kansas City, MO
- Long Island Rail Road, New York, NY
- Los Angeles County Metropolitan Transportation Authority, Los Angeles, CA
- LYNX (Central Florida Regional Transportation Authority), Orlando, FL
- Madison Metro Transit System, Madison, WI
- Mass Transit Administration of Maryland, Baltimore, MD
- Massachusetts Bay Transportation
- New York City Transit, New York, NY
- Niagara Frontier Transportation Authority, Buffalo, NY
- Northern Virginia Transportation Commission, Arlington, VA
- Orange County Transportation Authority, Orange County, CA
- Phoenix (City of) Transit System, Phoenix, AZ
- Pinellas Suncoast Transit Authority, Clearwater, FL
- Port Authority of Allegheny County, Pittsburgh, PA
- Regional Transit Authority, New Orleans, LA
- Regional Transportation Authority, Chicago, IL
- New York City Transit, New York, NY
- Regional Transportation Commission, Reno, NV
- Regional Transportation District, Denver, CO
- Rhode Island Public Transit Authority, Providence, RI
- San Diego Metropolitan Transit Development Board, San Diego, CA
- San Francisco Bay Area Rapid Transit District, Oakland, CA
- San Francisco Municipal Railway, San Francisco, CA
- Santa Clara Valley Transportation Authority, San Jose, CA
- Scottsdale (City of), Scottsdale, AZ
- South Jersey Transportation Authority, Atlantic City, NJ
- Southeastern Pennsylvania Transportation Authority, Philadelphia, PA
- Southwest Ohio Regional Transit Authority / Metro, Cincinnati, OH

- Authority, Boston, MA
- Memphis Area Transit Authority, Memphis, TN
- Metra/Metropolitan Rail, Chicago, IL
- Miami-Dade Transit Agency, Miami, FL
- Metro North Commuter Railroad, New York, NY
- Metropolitan Atlanta Rapid Transit Authority, Atlanta, GA
- Metropolitan Bus Authority, San Juan, PR
- Metropolitan Council Transit Operations, Minneapolis, MN
- Metropolitan Transit Authority of Harris County, Houston, TX
- Metropolitan Transportation Authority, New York, NY
- New Jersey Transit, Newark, NJ
- Sun Tran, Tucson, AZ
- Suburban Mobility Authority for Regional Transportation, Detroit, MI
- Tidewater Regional Transit, Norfolk, VA
- Toledo Area Regional Transit Authority, OH
- Transit Authority of River City, Louisville, KY
- Triangle Transit Authority, Research Triangle Park, NC
- Tri-County Metropolitan Transportation District, Portland, OR
- Utah Transit Authority, Salt Lake City, UT
- Washington Metropolitan Area Transit Authority, Washington, DC

Intercity Rail Passenger Industry

- Florida Overland Express (FOX, high speed rail franchisee of the Florida DOT)
- National Railroad Passenger Corporation
- Amtrak Northeast Corridor Strategic Business Unit (SBU)
- Amtrak Intercity SBU
- Amtrak West Strategic Business Unit
- Ohio High Speed Rail Authority
- Ontario, Quebec High Speed Rail Task Force.
- Texas TGV (high speed rail franchisee of the State of Texas)
- VIA Rail, Inc.

Local Jurisdictions and Metropolitan Planning Organizations

- Allegheny County, PA
- Anchorage, AL
- Atlanta, GA
- Calgary, Alberta, Canada
- Charlotte, NC
- Cincinnati, OH
- Cleveland, OH
- Columbia, MD
- Dallas, TX
- Detroit, MI
- Fairfax County, VA
- Kansas City, MO
- Las Vegas, NV
- Los Angeles, CA
- Louisville, KY
- Montgomery County, MD
- Orange County, FL
- Orlando, FL
- Philadelphia, PA
- San Antonio, TX
- San Diego, CA
- San Francisco, CA

- Gwinnett County, GA
- Hillsborough County, FL
- Honolulu, HI
- Houston, TX
- Savannah, GA
- Seminole County, FL
- St. Louis, MI
- Washington, DC
- Wilmington, DE

Other Federal Agencies

- Army Corps of Engineers
- Congressional Budget Office
- Department of Energy
- Department of Health and Human Services
- Department of Interior
- Environmental Protection Agency
- Federal Emergency Management Agency
- National Cooperative Highway Research Program
- National Transportation Policy Study Commission
- Sandia National Laboratories

Proprietary and Not-for-Profit Organizations

- American Public Transit Association (APTA)
- American Waterways Operators, Inc. (AWO)
- Association for Commuter Transportation
- Duke University (ACT)
- Inland navigation industry
- Parking industry
- South West Transit Association
- Transportation equipment manufacturers

Dr. Ellis has directed a broad range of management consulting assignments for transportation clients; his areas of expertise and experience include:

- Strategic planning and business plan development
- Institutional, governance, and organizational studies.
- Financial planning and project and program financing/funding studies
- Major Investment Studies (MISs)
- Draft and Final Environmental Impact Statement (DEIS and FEIS) support
- Preliminary and Final Engineering support
- Ridership, traffic, and revenue forecasting
- Economic, fiscal, and development impacts analyses
- Public-private partnerships
- Strategic marketing and market analysis studies
- Procurement best practices and guidelines development and training consistent with FTA requirements
- Management and process improvement studies
- Business process improvement (BPI) and business process reengineering
- Management information systems strategic planning, requirements analyses, design, development, and implementation
- Systems integration
- Systems assistance, including software evaluation and selection

- Innovative procurement approaches including Build Own Transfer (BOT), Build Own Operate (BOO), turnkey, franchise, and privatization procurements
- Performance audits and management reviews
- Management accounting (including cost analyses, allocations, and projections)
- Organizational and institutional studies
- Audit support, including benchmarking, and Federal Transit Administration regulatory compliance
- Federal Transit Administration (FTA) compliance reviews including Financial Management Oversight Reviews, Triennial and State Management Reviews, Financial Capacity Reviews, and Travel Demand Process Reviews
- Litigation and negotiation support
- Fare policy and systems studies

Professional Background

Dr. Ellis has published extensively in professional journals, including the Transportation Research Record series of the Transportation Research Board, the Transportation Engineering Journal of the American Society of Civil Engineers, the Proceedings of the High Speed Rail/Magnetic Levitation Association, the Proceedings of the annual Transportation Research Forum meeting, and the Proceedings of the annual International Parking Institute meeting. He has made numerous presentations to professional organizations including: the American Public Transit Association, High Speed Rail/Magnetic Levitation Association, Transportation Research Forum, Transportation Research Board, Institute of Transportation Engineers, International Parking Institute, National Parking Association, and Operations Research Society of America / Institute of Management Sciences.

Dr. Ellis is a member of the following trade organizations: American Public Transit Association; Advanced Rapid Transit Association; International Parking Institute; National Parking Association and the High Speed Rail/Magnetic Levitation Association. He is a member of APTA's Financial Management and Internal Audit committees and a member of many state transit associations, including those in Virginia, Florida, and California. He is a member of numerous professional groups: Transportation Research Board; Transportation Research Forum; Operations Research Society of America/Institute of Management Sciences; Institute of Transportation Engineers; American Society of Civil Engineers; and the Regional Science Association. He is also a member of the honorary societies Sigma Xi, Tau Beta Pi, and Chi Epsilon.

Dr. Ellis received a Doctor of Philosophy degree and a Master of Science degree in transportation systems engineering from Northwestern University and a Bachelor of Science degree in civil engineering from Swarthmore College. Prior to his doctoral research, Dr. Ellis was a lecturer at Northwestern University. He has also associated with the Tri-State (New York-New Jersey-Connecticut) Transportation Commission.

DANIEL L. DORNAN, P.E.

Program Director

Mr. Dornan is a Vice President for Transportation Management Consulting in AECOM Consult, Inc. He has 30 years of consulting experience performing strategic planning and resource management studies for numerous Federal, state, and local government agencies across the nation responsible for transportation infrastructure and programs. This includes state and local transportation agencies, toll authorities, airports, and ports. In addition, he has performed studies for transportation associations and companies representing the private sector, including the railroad, motor carrier, and maritime industries.

Mr. Dornan's expertise includes strategic and business planning, innovative finance and project delivery, economic analysis, financial planning, transportation planning, organizational transformation, government reinvention, operations improvement, performance measurement and auditing, and change management.

REPRESENTATIVE ACCOMPLISHMENTS

- **Fairfax County, VA. – County Road Takeover Feasibility Study.** Mr. Dornan directed this comprehensive study of numerous options for County assumption of responsibilities for the construction, control, maintenance, and repair of its secondary and primary road systems from the Virginia Department of Transportation. The study provided County officials with the necessary information and analysis regarding the resource, financial, legislative, legal, organizational, and logistical implications of County takeover of portions of the road system in the County to make an informed decision regarding whether to assume responsibility for these roads. The study also suggested institutional strategies for improving the cost-effectiveness of the overall road program in Fairfax County which could be implemented by the County or VDOT regardless of whether the County assumed road program responsibilities from the State.
- **Gwinnett County, Georgia – Performance Audit of County Sales Tax-Funded Road Program.** Mr. Dornan directed this performance audit of Gwinnett County's innovative county road program, funded by a local option sales tax which financed the construction, operation, and maintenance of major roads in this fast-growing county north of Atlanta.
- **State of Arizona, Department of Transportation (ADOT) - Urban Highways Program for Maricopa County, Comprehensive Performance Audit.** This legislatively mandated audit reviewed ADOT's management, operating, and internal control practices at the five-year stage of the 20-year, six billion dollar highway development program spanning Maricopa County. The study's findings and recommendations were endorsed by ADOT and approved by the Legislature.
- **State of Virginia, Department of Transportation (VDOT) Information Systems Division - Management and Customer Satisfaction Study.** This study assessed the organization structure, management practices, operating procedures, and customer service characteristics of VDOT's Information Systems Division (ISD) and the information systems support resources located in the nine districts. The study

involved management and staff interviews, stakeholder focus group meetings, and user groups.

- **Strategic Management Assessment and Privatization Study of Florida's Turnpike.** Principal investigator and project manager for this strategic assessment of the Florida Department of Transportation's Turnpike District. This study assessed the implications of three strategic options, including No Change, Privatization through sale or lease, and Enhancement through the application of business best practices. The results of this study were used develop legislation to keep the Florida Turnpike within the public sector and the Florida DOT. The legislation created the Florida Turnpike Enterprise as a unique entity within FDOT and enabled the Turnpike to operate like a business for the maximum benefit of citizens, visitors, and businesses in Florida.
- **Florida's Turnpike Enterprise (FTE) – Strategic Management Advisory Services.** Mr. Dornan serves as a strategic management advisor to the Executive Director of Florida's Turnpike Enterprise to assist in efforts to implement the Enterprise concept. Assignments have included identifying innovative financing approaches for major capital projects of the Turnpike, assessing organizational options for improving regional/local effectiveness of the Enterprise, establishing internal audit capabilities within the Enterprise, and performing a diagnostic assessment of the Enterprise's asset management program relative to the International Infrastructure Management Manual.
- **USDOT/ Federal Highway Administration – On-Going Support to the Office of Policy for Public-Private Partnerships in Transportation Projects.** Mr. Dornan directed a project that developed and conducted a series of workshops for the Federal Highway Administration on promoting public-private partnerships as a way to leverage available public funding for transportation programs and projects. Mr. Dornan is also managing a project to develop a series of domestic and international case studies on successful public-private partnerships in transportation.
- **USDOT/ Federal Highway Administration - Transportation Resource Management Workshop for Local Elected Officials of Rural Counties and Small Municipalities.** Mr. Dornan led a team of consultants in developing and conducting this workshop to help local elected officials of rural counties and small municipalities more efficiently and effectively manage their local transportation resources, such as roads, bridges, and public transportation. The workshop addressed resource management approaches including plan development, priority setting, financing, asset management, work force management, contracting out, and performance measurement and evaluation, and was conducted in 28 locations around the country.
- **Federal Highway Administration (FHWA) – Study to Determine the Effects of Design-Build on the U.S. Highway Program.** Mr. Dornan is directing a congressionally mandated study of the effects of design-build procurement on highway projects and the U.S. highway development industry. The study involves a survey of stakeholders in the industry across the nation and modeling of the costs and performance of projects using this contracting approach, in comparison to more traditional design-bid-build contracting, using the results of the SEP-14 projects.
- **Massachusetts Department of Revenue – GASB No. 34 Guidelines for Local Governments across Massachusetts.** Principal investigator and author of section of guidelines dealing with the infrastructure reporting requirements of GASB

Statement Number 34. Included presentation of infrastructure reporting requirements to over 300 local officials from cities, counties, and towns.

- **State of Ohio, Department of Transportation (ODOT) - Organization and Management Improvement Study.** Mr. Dorman led a team that assessed ODOT's organizational structure, project development process, the roles and responsibilities of the district offices relative to headquarters, and internal controls relating to the management of ODOT's program. The study provided ODOT's leadership team with a management blueprint for streamlining the Department, rationalizing the relationship between the headquarters office and the twelve district offices, delegating increased project development responsibilities to the field, and providing appropriate internal controls to ensure proper project development.
- **New York State Thruway Authority - Strategic Assessment of Alternative Scenarios.** This study analyzed a number of alternative system development, operating, financial, and policy scenarios regarding the future of the New York State Thruway Authority, both with and without the continuation of tolls. Mr. Dorman analyzed the organizational, staffing, economic, goods movement, and transportation policy issues associated with these various scenarios. As a result of the study, the State Legislature retained tolls on the Thruway, extended the life of the Thruway Authority, and expanded the mission of the Thruway Authority to include economic development, the State Canal Corporation, and the application of high-technology transportation systems along the Thruway.
- **New York City Department of Transportation – Street Inventory and Condition Assessment.** Mr. Dorman helped direct a team that assessed the infrastructure improvement needs for the City of New York, focusing on the inventory and conditional assessment of the City's streets system.

EDUCATION

- M.B.A., Rensselaer Polytechnic Institute, 1976
- M.S. in Transportation Engineering, Rensselaer Polytechnic Institute, 1975
- B.S. in Civil Engineering, *cum laude*, Rensselaer Polytechnic Institute, 1974
- Professional Engineer: Virginia, Pennsylvania, New York, Florida, and Texas

PROFESSIONAL AFFILIATIONS

- Transportation Research Board (TRB) – Strategic Management Committee, Finance & Taxation Committee, Asset Management Task Force, Design-Build Task Force
- Transportation Research Forum (TRF); former membership chairman; TRF Salon - founder
- International Bridge, Tunnel & Turnpike Association (IBTTA)
- American Society of Civil Engineers (ASCE)
- Institute of Transportation Engineers (ITE)

TRANSMITTAL FORM FOR LEGISLATION

TO: MAYOR'S OFFICE

ATTN: GREG PRIDGEON

Legislative Counsel (Signature): Nikki Turner 

Contact Number: x 6001

Originating Department: Public Works

Committee(s) of Purview: City Utilities

Council Deadline: February 29, 2007

Committee Meeting Date(s): March 13-14, 2007 Full Council Date: March 19, 2007

Commissioner Signature 

Chief Procurement Officer's Signature Procurement was given copy
of legislative packet as a courtesy.

CAPTION

A RESOLUTION AUTHORIZING THE MAYOR OR DESIGNEE TO ISSUE A NOTICE TO PROCEED WITH METCALF AND EDDY/CARDOZA ENGINEERS, A JOINT VENTURE FOR FC-7619-03E, ANNUAL CONTRACT FOR ARCHITECTURAL AND ENGINEERING SERVICES, FOR AN ASSET MANAGEMENT PROGRAM STUDY FOR THE SUBMISSION OF AN APPLICATION FOR THE FHWA GRANT, ON BEHALF OF THE DEPARTMENT OF PUBLIC WORKS, IN AN AMOUNT NOT TO EXCEED TWENTY-NINE THOUSAND FIVE HUNDRED DOLLARS AND NO CENTS (\$29,500.00); ALL CONTRACTED WORK SHALL BE CHARGED TO AND PAID FROM THE FOLLOWING FUND ACCOUNT AND CENTER NUMBER: 1A01 524001 M61001; AND FOR OTHER PURPOSES.

FINANCIAL IMPACT: \$29,500.00

Mayor's Staff Only

Received by Mayor's Office: _____ Reviewed by: _____
(date) (date)

Submitted to Council: _____
(date)